

ENTREPRENEURIAL MARKETING AND SALES PERFORMANCE OF EATERIES IN PORT-HARCOURT, RIVERS STATE, NIGERIA

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ABSTRACT

The study investigated the relationship between entrepreneurial marketing and sales performance of eateries in Port-Harcourt, Rivers State. The study had three (3) research questions and three (3) hypotheses. The population of the study consists of seventy-five (75) managerial staff of Sammies fast food, Kilimanjaro, Chicken Republic, Genesis and Quick kitchen fast food. However, the structured questionnaire was adopted in a five point of Likert scale ranging for strongly disagree (SD), disagree (D), undecided, (U), agree (A), and strongly agree (SA). Data collected through primary source were analyzed using univariate or descriptive and inferential statistics. Spearman's rank order correlation coefficient was used to test the hypotheses formulated through the aid of statistical package for social science (SPSS) software. The findings of the study revealed that a significant relationship exist between entrepreneurial marketing and sales performance of eateries in Port-Harcourt, Rivers State. The study recommends that management of eateries in Port-Harcourt should be pro-active in order to be competitive and continuously serve the need of customers, and aggressive in designing strategies that will enhance sales performance.

Keywords: Entrepreneurial Marketing Pro-activeness, Customer Intensity, Opportunity Focus/Driven and Sale performance, Eateries in Port-Harcourt.

INTRODUCTION

The perception of marketing designates how to identify consumer wants and to match the marketing activities with other well-designed areas of a business in order to achieve an organizational objective through the contentment of customer needs. The concept of marketing is an extensively studied field (Shuremo et al., 2021). Entrepreneurship and marketing are conventionally considered as two diverse academic disciplines. Currently, entrepreneurial marketing is a separate discipline in which an entrepreneur can decide to practice as a best business solution for small companies, particularly; in this era of global competitiveness. Entrepreneurial marketing has been recognized and accepted not only by marketing and entrepreneurship disciplines, but also by companies looking for a competitive advantage (Schulte & Eggers, 2010). However, an entrepreneur can employ marketing activities in different forms, which is not similar or the same as those known as conventional marketing theory (Nijssen, 2014).

Marketing and entrepreneurship have been examined to have a significant interrelationship, which means that they influence one another's effect on performance (Mugambi & Karugu, 2017). Ejiroghene and Ayodele (2020) cited Mari (2014) who argued that entrepreneurial marketing is connected to small companies but it is actually relevant both to large and small companies scenarios. The purpose or reason why entrepreneurial

marketing is often related to small and medium scale businesses is because it is more visible or noticeable there and also entrepreneurial focus can be challenging to maintain in large enterprises (Collinson & Shaw, 2001). However, this study examined the influence of entrepreneurial marketing on sales performance of eateries in Port-Harcourt, Rivers State.

Statement of the Problem

The motive behind every business is to make profit and continue to improve on their services to customers or clients. However, productivity is been influence by methods (Fubara, 2005). Consequently, Challenges faced by these companies includes poor management, resource constraint, insufficient profit, low demand for products and services, low advertisement are some of the complications that small and medium-sized enterprises are facing nowadays. Even though this study argues that entrepreneurial marketing has an impact on both large and small companies, the concept is more applicable to the problems of small and medium-sized enterprises with regards to determining their sustainability (Shulte & Eggers, 2010).

According to Lawrence and Blessing-Awaji-Ima (2019) agreed that numerous businesses had gone out of operation due to lack of creative and innovative mindset or approach. It is essential to say that business is progressing on a daily basis and firms that are not able to be entrepreneurial oriented will definitely be missing out of commercial activities. The 21st century business is entrepreneurial in nature and as such it demands more of innovative techniques. Based on these observations, this study seeks to address the decline aspects of sales performance of small and medium scale businesses in which eateries in Port-Harcourt, is part of it through entrepreneurial marketing and tis dimensions, Olaniye and Eromafuru (2016), because it stands as a focal point to the success and growth of SMEs in Nigeria and Beyond.

Objectives of the Study

- 1 To evaluate the relationship between pro-activeness and sales performance of eateries in Port-Harcourt, Rivers State?
- 2 To ascertain the relationship between customer intensity and sales performance of eateries in Port-Harcourt, Rivers State?
- 3 To examine the relationship between opportunity focus/driven and sales performance of eateries in Port-Harcourt, Rivers State?

Conceptual Framework

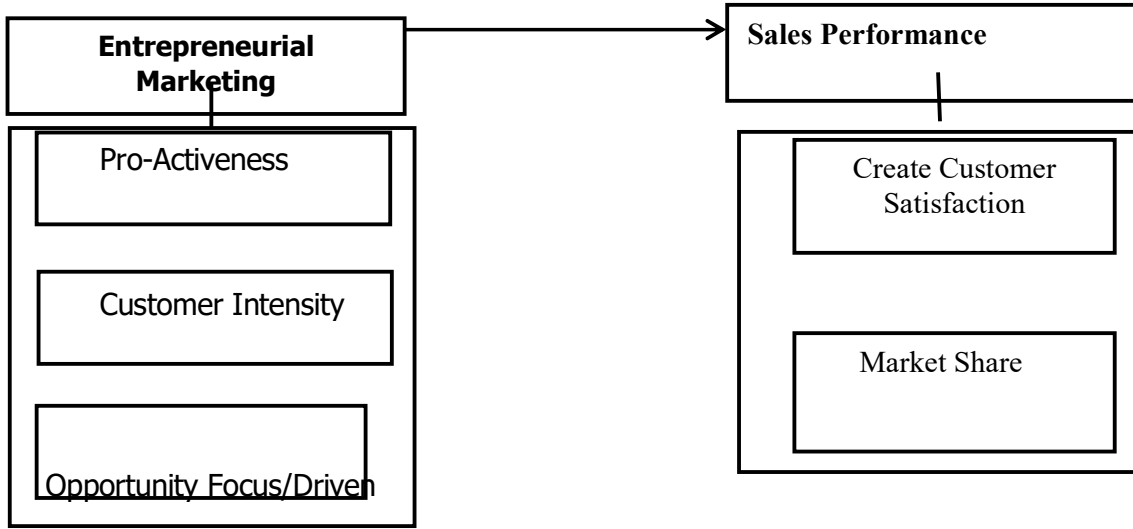


Figure 1.1 Conceptual Frameworks for Entrepreneurial Marketing and Sales Performance

Source: Researchers Conceptualization (2023) adopted from Becherer, Haynes and Helms (2008); Becherer, Haynes and Mc-Donald (2012); Ejiroghene and Ayodele (2020).

Research Questions

The following research questions were formulated to guide the study;

- 1 What is the relationship between pro-activeness and sales performance of eateries in Port-Harcourt, Rivers State?
- 2 What is the relationship between customer intensity and sales performance of eateries in Port-Harcourt, Rivers State?
- 3 What is the relationship between opportunity focus/driven and sales performance of eateries in Port-Harcourt, Rivers State?

Research Hypotheses

The following hypotheses were formulated to ensure direction;

- H0:1** There is no significant relationship between pro-activeness and sales performance of eateries in Port-Harcourt, Rivers State?
- H0:2** There is no relationship between customer intensity and sales performance of eateries in Port-Harcourt, Rivers State?
- H0:3** There is no relationship between opportunity focus/driven and sales performance of eateries in Port-Harcourt, Rivers State?

REVIEW OF RELATED LITERATURE

Theoretical Foundation

The underpinning theory for this study is the resource based-view theory. The resource-based theory recognizes knowledge as a strategic resource of any firm (Grant, 1996; Hunt & Morgan, 1996; Teece, 1998). The capacity to create and utilize knowledge will enable

small and medium enterprise to develop a sustainable competitive advantage since knowledge possesses the characteristics of heterogeneity, uniqueness, and immobility. In 1959, Penrose in his work espoused the theory and was subsequently published by Wernerfelt in 1984. The theory holds that resources available or acquired by an establishment or enterprise are the basic drivers of its performance or growth outcome. Therefore, it is the organization's resources that give it competitive power and advantage (Prime & Butler, 2001; Hunt, 1991). According to Sandamaria (2018), ever since Penrose (1959) pioneering work firm growth has been one of the central themes in the strategic management research. Prior research has extensively explored different growth strategies companies can pursue as well as their relative advantages.

Companies can diversify their business to redeploy their valuable resources or stick to their main market to leverage their core competence (Prahalad & Hamel, 1990). Firms can either enter new markets organically through internal development or acquire a firm that is already established depending on the firm's set of resources and capabilities (Lieberman & Lee, 2009). The work of Eneh and Awara (2016) explained that a resource-based view (RBV) of a firm explains its ability to deliver sustainable competitive advantage when resources are managed such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier. As discussed above, the ability to create, innovate and be proactive depends on knowledge which is strategic resource of any organisation, however, it shows that the theory relates with these concepts based on usage of resources.

Concept of Entrepreneurial Marketing

Entrepreneurial marketing can be seen as an opportunity for creation and detection within the business environment. According to Morrish et al. (2010), entrepreneurial marketing is the process of regular assessment of the environment to find or launch new opportunities and exploiting the occasion effectively to renew competitive advantage. Organizations that implement entrepreneurial marketing are pre-emptive and creative in taking the lead or attracting customers rather than responding to customer needs (Schindehutte & Morris, 2010). Nevertheless, entrepreneurial marketing enables companies to focus more attention on new market areas rather than providing services to current ones.

The term Entrepreneurial Marketing (EM) has come to describe the marketing activities of small and new ventures. It represents an exploration of ways in which entrepreneurial attitudes and behaviors can be applied to the development of marketing strategy and tactics (Krohmer et al., 2011). Entrepreneurial marketing represents an investigation of ways in which entrepreneurial approaches and actions can be useful to the development of marketing strategy and tactics (Janet & Ngugi, 2014). Therefore, understand entrepreneurial marketing, it is imperative to first establish the meaning of terms "Marketing" and "Entrepreneurship". The American Marketing Association offers the following formal definition: Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Coping with these exchange processes calls for a considerable amount of work and skill (Kotler & Keller, 2012).

In the same vein, entrepreneurship can be viewed as any Self-employment of any kind; such that the activity involves identifying opportunities within the economic system; the

creation of new organizations; the willingness and ability of an individual to seek out investment opportunities in an environment and be able to establish and run an enterprise successfully based on the identifiable opportunities. According to Olannye and Eromafuru (2016) the idea of entrepreneurial marketing describe the values, skills and behaviours of entrepreneur in addressing their problems and finding business opportunities, it represents a different approach to envisaging the business itself, its relationship with the market place and the role of marketing function within the firm or as a strategic entrepreneurial posture or behaviour in marketing which is represented by an individual/organization (Sabrina & Swald, 2010).

Pro-activeness

It can be described as firm's swift and quick response to market needs or demands, as well as generating or creating markets opportunities. According to Rosli and Saad (2018) who cited Lumpkin and Dessa (2001) argued that a formidable proactive strategic posture provides enterprises with ability or capacity to anticipate certain changes that may take place within the business environment or even exert influence on the business atmosphere to their advantage. Mehran and Morteza (2014), asserted that pro-activeness mirrors entrepreneurial willingness to dominate or control competitors through a combination of proactive and aggressive moves, for example, introducing new products or services ahead of competition and acting in expectation of future demand to create change and shape the atmosphere.

Customer Intensity

It is an aspect of entrepreneurial marketing that builds on what is often viewed as a central driving force of marketing in the organization: a customer -centric orientation employing innovative approaches to create, build, and sustain customer relationships. Customer intensity helps create cognitive models that seek out opportunities that satisfy customers in unique ways. Several studies suggest successful organizations are those that place a greater emphasis on customer intensity. However, it has also been suggested that extreme customer orientations might inhibit the breakthrough of innovations that create markets and disrupt equilibrium, since these radical changes are out in front of customers (Becherer et al., 2008).

Opportunity Focus/driven

Relating traditional marketing with entrepreneurial marketing, the latter is more opportunity-driven than the other. There are two crucial marketing actions, as acknowledges and occupation that can bring success for small enterprises. There is a need to choose the "right" opportunity that determines success for firms (Becherer et al., 2008). However, entrepreneurial marketers are known for proactively searching for new opportunities. Being forward looking and having the will to become pioneers makes entrepreneurial firms able to serve unsatisfied needs and capture emerging opportunities before their competitors can. Innovation and creativity are crucial tools that help entrepreneurial firms to turn opportunities into realities (Kilenthong et al., 2010).

Concept of Sale Performance

A sale can be viewed as the quantity of goods sold out in number or amount of units during the normal operating times of a company. According to McLelland (2014), sale

performance employs unprocessed information concerning the number of customer's sales representative talks to compare with the quantity of actual sales. He further explains that it can signify the rate of customer loyalty to the business hence; an enhanced sale performance may automatically improve the number of loyal customers.

According to Radipere and Dhliwayo (2014), business performance is described as how good an organization is accomplishing its objectives. Company performance can also be explained as the capacity of a company to satisfy the intent of the organization and main stakeholders. The high performance of small and medium-sized enterprises in their business operation is a guarantee for sustainability and helps to exploit global market opportunities. However, Saifi (2016) recognize market performance measures to include, customer conversion rates, sales revenue, cost per lead, organic search traffic, social media engagement and average customer value which are but financial and non-financial measures. A wide range of measurement has been adopted to operationalize performance. Narver and Slatter (1994) identified key measures of sale performance to include return on investment, market share, and sale growth, whereas, Nwoka (2008), adopted sale growth, profitability and market share in his study. However, this study made use of create customer satisfaction and market share as recognized by (Becherer et al., 2012).

Create Customer Satisfaction

Customer satisfaction is one of the most studied topics in marketing. It is an aspect that is the main goal for most organisation, and is often a consistent theme in practically all organisational efforts. Service user satisfaction is determined by service users' perceptions of product or service performance in meeting service user expectations (Permana et al., 2021). In general, satisfaction is a person's feelings of pleasure or disappointment arising from the compare products (or results) against an expectation of them (Riyanto et al., 2021). According to Keiningham et al. (2014) as cited in Bengtsson et al. (2020), their research conducted argued that what is the most beneficial for a company in terms of customer satisfaction is how their consumers rank their customer satisfaction approaches compared to that of their competitor's. Customer satisfaction is therefore the result of consumers being fully content with the general experience of a purchase, which includes the service quality among other aspects of the purchasing experience (Bengtsson et al. 2020). Every business organisation's success depends on the satisfaction of the customers. However, customers purchase products to meet their expectations in terms of money. Therefore, companies should determine their pricing with the quality of the product that attracts the customer and maintains the long-term affiliation (Chattopadhyay, 2019).

Market Share

In the first instance, it is the goal of every organisation to maximise as large market share as possible. The company's overall market share is its sales expressed as a percentage of total market sales (Nwokah, 2012).

However, Koontz and Donnell (1993), cited in Nwulu and Nwokah (2018), viewed market share as a key indicator of the organisational growth. The market share of any firm is its portion of total sales in a particular period as it relates to the overall industry operation. Furthermore, market share increases will enable firms to achieve greater economic of scale in product and service innovation, firm's revenue and improve its operations.

According to Brozen(1971) and Demsetz (1973), cited in Nwulu and Nwokah (2018), market share expresses the percentage of the total sales of an industry or market controlled by a specific company over an explicit period of time. The calculation is done by apprehending the company's sales of the referenced period. In the same vein, market share can also be expressed as market power advantages. Market power is present when a firm is able to raise its prices or offer inferior products because its rivals are not able to offer customers a reasonable alternative (Jacobson, 1998; mentioned in Etale et al., 2016).

Entrepreneurial Marketing and Sales Performance

A study conducted by Mugambi and Karugu (2017), titled: effect of entrepreneurial marketing on performance of real estate enterprises in Kenya. The study adopted a descriptive research design, questionnaire was used as primary data collection instrument, the population consists of 522 clients, and the sample size of 272 was generated Taro Yamane's formula. ANOVA analysis was undertaken using SPSS version 21. The findings revealed a strong relationship between strategic-orientation, market orientation, innovation and resourcing leveraging on performance of real estate enterprise. On the other hand, it concluded that strategic orientation is essential to effective operation; firms need to take the leverage on resource to be able to grow their business; they also need to take risk of introducing new products which need to go hand I hand with a market research.

Another study conducted by Dewi et al. (2016), titled: the effect of entrepreneurial marketing and customer relationship marketing of SMEs competitiveness in Indonesia. It was quantitative in nature and multivariate analysis was used based on partial least square. The population consists of all entrepreneurs of wooden processing in SMEs in Bali Province. SPSS version 17, was used to test reliability of instrument and validity too. However, the result revealed that customers' relationship marketing has effects on the firm's competitiveness. The study concludes that entrepreneurial marketing does not affect directly on the competitiveness.

METHODOLOGY

The quantitative approach was adopted in this study because it emphasizes on the position of basing research on systematic techniques including testing of hypotheses in accordance with the canons of scientific rigor (Asawo & Ahizuzu, 2016; Shukri et al., 2020). It is also adopted a cross-sectional survey design and it generate a body of data in connection with two or more variables and to examine, identify patterns of association (Bryman& Bell, 2003). The data for the study were collected via primary source (Structured Questionnaire) through 5 point of likert scale ranging for Strongly Disagree (SD), Disagree (D), Undecided, (U), Agree (A), and Strongly (SA).

The firms were purposively selected on the fact that there was no adequate source of the total number of eateries (SMEs) within Port-Harcourt. The population consist of (75) seventy-five managerial staff (Managers, Heads of Departments, Heads of Units and Supervisors) of Sammies Fast Food, Kilimanjaro, Chicken Republic, Genesis and Quick Kitchen Fast Food. The data were analyzed through univariate statistics in order to describe the demographics whereas the hypotheses were formulated above were tested using the Spearman's Rank Order Correlation Co-efficient with the aid of SPSS Version,

23. In the same vein, the reliability of instrument was tested via Cronbach Alpha aided with SPSS, and it was higher than Nunnally's (1978) benchmark of 0.7.

Data Analysis and Results

Table 1: Demographics of Managerial Staff

Gender	
Male	29
Female	41
Total	70

Source: Survey Data, 2023

The above table shows the gender of respondents as a means of ensuring that both male and female took part in the study in which 29 respondents were male while 41 were female. Again, it revealed that the female respondents were participated more than the male respondents.

Table 2: Distribution of Structured Questionnaire

Name of companies	Distributed	Not returned	Usage
Sammies Fast Food	15	0	15
Kilimanjaro	15	2	13
Chicken Republic	15	1	14
Genesis	15	0	15
Quick Kitchen Fast Food	15	2	13
Total	75	5	70

Source: Survey Data, 2023

Table 2: Shows that 75 questionnaire were distributed personally to respondents whereas five were on turned while 70 where useable and form the bases for analysis.

Research Question 1: What is the relationship between pro-activeness and sales performance of eateries in Port-Harcourt, Rivers State?

Table 3: Mean Response on the Relationship between Pro-activeness and Sales Performance of Eateries

S/N	Questionnaire Items	SA	A	U	D	SD	\bar{x}	Rmks
1.	Staff pro-activeness enhances customer patronage.	50 (250)	20 (80)	0	0	0	4.71	A
2.	Staff pro-activeness determines sales performance.	30 (150)	40 (160)	0	0	0	4.43	A
3.	Staff pro-activeness is the most determinant factor in sales	38 (190)	20 (80)	5 (15)	7 (14)	0	4.27	A

4.	Pro-activeness is the soul of every business.	40 (200)	20 (80)	0	10 (20)	0	4.23	A
5.	When staff are pro-active, sales is assure.	5 (25)	14 (56)	30 (90)	10 (20)	11 (11)	2.89	D
	Grand Mean						4.11	A

Source: Field Survey, 2023

From table 3 above, the grand mean score of 4.11 is greater than the criterion mean value of 3.00. Hence, it is believed that there is a strong relationship between pro-activeness and sales performance of eateries in Port-Harcourt, Rivers State.

Research Question 2: What is the relationship between customer intensity and sales performance of eateries in Port-Harcourt, Rivers State?

Table 4: Mean Response on the Relationship between Customer Intensity and Sales Performance of Eateries

S/N	Questionnaire Items	SA	A	U	D	SD	\bar{X}	Rmks
1.	In my organisation, our priorities/identity is to create or produce products to satisfy customers.	45 (225)	15 (60)	0	10 (20)	0	4.36	A
2.	Specialization makes one to be more focused in selling.	20 (100)	10 (40)	10 (30)	10 (20)	20 (20)	2.57	D
3.	Intensity work towards achieving company goal can help the grow	30 (150)	10 (40)	0	30 (60)	0	3.57	U
4.	Building a strong customer intensity would help in the satisfaction of customer sustain relationship	40 (200)	20 (80)	0	10 (20)	0	4.29	A
5.	The relationship a company build with customers should be continuous	28 (140)	40 (160)	2 (6)	0	0	4.37	
	Grand Mean						3.83	U

Source: Field Survey, 2023

Table 4 above has a grand mean score of 3.83 that is greater than or equal to the criterion mean value of 3.00. Therefore, it is agreed that customers' intensiveness has a relationship with sales performance of eateries in Port-Harcourt, Rivers State.

Research Question 3: What is the relationship between opportunity focus/driven and sales performance of eateries in Port-Harcourt, Rivers State

Table 5: Mean Response on the Relationship between Opportunity Focus/Driven and Sales Performance of Eateries

S/N	Questionnaire Items	SA	A	U	D	SD	\bar{X}	Rmks
1.	When staffs are focus they achieve more.	25 (125)	45 (180)	0	0	0	4.36	A
2.	Opportunity driven occurs when staffs work in synergy.	55 (275)	15 (60)	0	0	0	4.79	A
3.	When an organisation chooses the right opportunity it can determine the success rate .	30 (150)	20 (80)	10 (30)	4 (8)	6 (6)	3.91	U
4.	Innovation and creativity in my organisation can help managers to turn opportunity into reality	52 (260)	10 (40)	0	8 (16)	0	4.51	A
5.	Continues search for new opportunity can lead to competitive advantage over others	28 (140)	42 (168)	0	0	0	4.40	A
	Grand Mean						4.39	A

Source: Field Survey, 2023

Table 5 has a grand mean score of 4.39 that is greater than the criterion mean value of 3.00. Thus, it is obvious that that opportunity focus driven have a strong relationship with sales performance of eateries in Port-Harcourt, Rivers State.

Test of Hypotheses

Hypotheses H_{01} , H_{02} , and H_{03} is of the opinion that there is no significant relationship between pro-activeness, customer intensity, opportunity focus/driven and sales performance of eateries in Port-Harcourt, Rivers State.

Table 6: Test of Hypotheses 1, 2, and 3 on the Relationship Between Pro-Activeness, Intensity, Focused-Driven And Sales Performance In Eateries In Port Harcourt Using Spearman Rank Correlations Coefficient

		SALES PERFORMAN CE	PROA CTIVE NESS	INTEN SITY	FOCUSE DRIVEN	
Spearman's rho	SALES PERFORMAN CE	Correlation Coefficient	1.000	.672**	.686**	.711**
		Sig. (2- tailed)	.	.000	.000	.000
		N	35	35	35	35
	PROACTIVENESS	Correlation Coefficient	.672**	1.000	.959**	.848**
		Sig. (2- tailed)	.000	.	.000	.000
		N	35	36	35	35
	INTENSITY	Correlation Coefficient	.686**	.959**	1.000	.843**
		Sig. (2- tailed)	.000	.000	.	.000
		N	35	35	35	35
	OPPORTUNITY- FOCUSE/DRIVEN	Correlation Coefficient	.711**	.848**	.843**	1.000
		Sig. (2- tailed)	.000	.000	.000	.
		N	35	35	35	35

SOURCE: SPSS VERDION 21. P > 0.05 alpha level is Significant (2-tailed)

above shows that, pro-activeness, customer intensity and opportunity focused/driven has high correlationnal Value of .67; .68 and .71. Hence, with the p-values (.000s) that are less than the alpha value of 0.05, it obvious here is a significant relationship between pro-activeness, customer intensity, opportunity focused/driven and performance of eateries in Port Harcourt. Therefore, the null hypotheses were all rejected.

DISCUSSION OF FINDINGS

The figures presented above revealed that is a significant relationship between entrepreneurial marketing and sales performance of eateries in Port-Harcourt, Rivers State. Findings of the study correlate with that of Dewi et al. (2016) titled: effect of entrepreneurial marketing and customer relationship marketing of SMEs competiveness in Indonesia. Again, the study is also in congruent or agreement with that of Ejiroghene and Ayodele (2020) titled: Entrepreneurial marketing dimensions and market performance of small and medium-scaled enterprises in Niger Delta, Nigeria. Their findings reveal that all the entrepreneurial marketing dimensions of pro-activeness, opportunity-focused, innovation-oriented, customer intensity, resource leveraging and value creation have significant positive relationship with market performance while risk making have a negative relationship.

CONCLUSION AND RECOMMENDATIONS

The investigated the relationship between entrepreneurial marketing and sales performance of eateries in Port-Harcourt, Rivers State. The entrepreneurial marketing has its dimension as pro-activeness, customer intensity and opportunity focused/driven while sale performance was measured with market share and customer satisfaction. The spearman's rank order correlation was used in order to determine the relationship between the two variables. Based on results or the model above, the study concludes that all the independent variables have a positive and significant relationship with market performance of eateries in port-Harcourt, Rivers State.

The study recommends that;

Management of Eateries in Port-Harcourt should be pro-active in order to be competitive and continuously serve the need of customers, and aggressive in designing strategies that will enhance sales performance. Management of Eateries in Port-Harcourt should encourage new ideas, creativity or innovativeness through sharing of information in order to enhance sales performance. Management of Eateries in Port-Harcourt should also be able to discover unsatisfied needs and capture new opportunities in order to have better sales performance. Again, being opportunity focus/driven will enhance modernization and inspiration which will in-turn make the firm to have large market share.

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